

TRAVEL MONTANA
AND THE
MONTANA FILM OFFICE

MARKETING PLAN
FY08



MAY 2007

MISSION STATEMENT

Travel Montana and the Montana Film Office's mission is to strengthen Montana's economy through the promotion of the state as a vacation destination and film location. By maximizing the combined talents and abilities of its staff, and with guidance from the Governor's Tourism Advisory Council, the division strives to promote a quality experience to visitors while encouraging preservation of Montana's environment and quality of life.

2007-2008 OVERALL GOALS

- Increase **consumer awareness** of Montana as a travel destination.
 - Implement a Montana branding initiative to ensure and encourage marketing consistency across numerous platforms. The brand will create a unique and distinctive image of Montana as a must-see travel destination.
 - Increase **consumer inquiries** about travel to Montana and in turn, increase the number of inquiries which are converting to actual visitors.
 - Increase level of **economic impact** to the state by non-resident visitor spending.
 - Increase non-resident expenditures by 5% per year (with emphasis on raising per-visit expenditures and length of stay).
 - Increase state and local tax revenue generated by visitor spending by 14% per year.
 - Increase the number of jobs supported by the tourism industry 6% per year and increase total personal income generated by 14%.
 - Increase **four-season tourism revenues** in all regions of the state.
 - Disperse visitation throughout the state.
 - Foster **cooperation in tourism promotion and development** through all sectors of the tourism industry.
 - Enhance **awareness and support for tourism** among Montana citizens and elected officials. Advocate for tourism being an integral component in the overall economic framework of the state.
 - Increase the **economic impact and job opportunities** of the film industry by bringing more film-related projects to Montana.
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THE TOURISM INDUSTRY IN MONTANA

Tourism has grown to be one of the state's leading industries. In 2006, non-resident travelers spent \$2.9 billion across the state. Tourism spending directly supported 36,500 jobs resulting in \$747 million in total personal income for Montana residents. Traveler spending generated \$230 million in state and local tax revenue.

In 2006, 10.3 million visitors traveled to Montana. With the revenue they help bring to the state, these visitors are our biggest allies in helping preserve the best attributes of our state. Montana is blessed with pristine landscapes, abundant wildlife and a vibrant historic and cultural heritage. Without the support of our visitors, many of Montana's most cherished places would not exist for the enjoyment of the public.

MONTANA TOURISM TRENDS

<u>Nonresident Expenditures</u>	<u>2006</u>	<u>2005</u>
• Average daily expenditure for all travel groups	\$148.59	\$143.95
• Vacationers	\$189.29	\$183.37
• Business travelers	\$149.93	\$145.24
• VFR visitors	\$144.34	\$139.83
• Visitors passing thru	\$99.37	\$96.26

Montana Travelers: 2001 versus 2005

- Nonresident visitation and spending increased
- Vacation travelers decreased from 41% to 34% (-473,480)
- Pass-thru travelers increased from 24% to 27%
- VFR travelers increased from 14% to 19%
- Travelers who earn \$100,000+ increased 7%
- Longer length of stay by approx. ½ day
- Slightly larger travel group sizes
- International visitation increased by 60,000+
- Number of visitors from ID and WY increased
- Total visitors served by Montana VICs increased 13% (May-Sept 2002 vs. 2006)

Transportation Trends:

- Montana commercial airline deboardings rose 17% from 2001 to 2006.
- 2006 saw a 3% decrease in passenger deboardings from 2005.
 - Smaller jets resulted in fewer seats and more expensive airfare.
 - While reduced capacity has contributed to increased air fares in Montana, distance remains the #1 factor in Montana airline ticket prices.
 - Montana is the most remote state in the lower 48. (Every other state either has a city of greater than 1 million or directly borders a state that does).
- More travelers to Montana are flying: 30% in 2005 versus 19% in 2001.
- Amtrak Montana station passengers increased 17% from 2001 to 2005 (117,850 vs 142,783).

Lodging Statistics:

- All planned new lodging for 2007 is primarily Upscale (1,526 rooms) and Midscale Limited Service (597 rooms).
- Room Occupancy was 60% in 2006.
- Average Daily Rate (ADR) was \$68 in 2006.
- Percent of nights spent in hotels/motels/B&Bs decreased 5% since 2001, but percent of nights spent at friends'/family homes increased 10%.

2006 Lodging Tax Collections:

<u>Country</u>	<u>Amount</u>	<u>% of Total</u>
Glacier Country	\$4,922,580	31%
Yellowstone Country	\$4,741,250	30%
Custer Country	\$2,622,841	16%
Gold West Country	\$1,947,496	12%
Russell Country	\$1,443,157	9%
Missouri River Country	\$278,648	2%
Montana	\$15,955,974	100%

Total Lodging Sales rose 24% from 2001 to 2005:

➤ Missouri River Country	34%
➤ Glacier Country	27%
➤ Yellowstone Country	27%
➤ Gold West Country	25%
➤ Russell Country	24%
➤ Custer Country	15%

Montana Public Lands Visitation

- Visits to seven Montana National Parks increased by 6% from 2001 to 2006.
 - Glacier up 14%
 - Yellowstone up 4%
- Visits to Montana State Parks grew 38% from 2001 to 2006, from 1.34 million to 1.85 million.
 - Most of increase is residents: 70% of visitation in 2003; 79% in 2006 due in part to elimination of Montana resident day use fees.
 - Use of fishing access sites increased 2003 to 2006.
- Visits to the nine Montana National Forests exceed 9 million annually.

Montana Skiing Trends

Skier Visits (15 facilities reporting):

- Overall increase of 9% from 1998-99 season to 2005-06 season.
- 2005-06 season had most skier visits in Montana history: attributed to good snow year, increase of resident skiing and snowboarding, and targeted promotions to Minneapolis market.

TOURISM CHALLENGES AND OPPORTUNITIES AS IDENTIFIED IN THE INDUSTRY-WIDE *TOURISM & RECREATION STRATEGIC PLAN 2008-2012*

Challenges:

- Promotion:
 - Increasing competition
 - number of vacation choices, promotion budgets (Montana is currently ranked 30th in state advertising budgets as of FY07)
 - Montana's distance from large population centers
 - Canadian exchange rate
 - Lack of information about groups booked
 - Lack of traveler awareness
 - Misperceptions (melting glaciers, fires)
 - Year-round marketing (weather)
- Product:
 - Inadequate services
 - Off-peak season closures
 - Transportation
 - Infrastructure/facility funding
 - Land access
 - Growth management: character

- Partnerships:
 - Federal budgets, policies
 - Workforce availability and skills
 - Transportation services (transit)
 - Ability to preserve community amenities
 - Competition among MT industry
 - Inability to pursue common vision

Opportunities:

- Promotion:
 - Positive image (scenery, safe, friendly)
 - Consistent messaging is powerful
 - Variety of products to promote
 - Great niche targets
 - Leverage private and public \$\$
 - Room for growth (40% below capacity)
 - Measuring tools are available
- Product:
 - Development of niche products
 - Retain unique character of Montana
 - “Last Best Place”
 - Investments in new services, amenities
 - Off-peak season services – year-round jobs
 - Benefits to Montanans’ quality of life
- Partnerships:
 - Competition from other destinations focuses energy on common strategies
 - Decline in public funding fosters creative thinking to leverage dollars
 - Legacy of tribal/non-tribal relationships from L&C: better understanding, support
 - Collaboration between private-public nonprofit-tribal organizations

Sources: University of Montana - Institute for Tourism and Recreation Research; Montana Tourism & Recreation Strategic Plan 2008-2012; Smith Travel Research; State of the Airline Industry Presentation by Brian Sprenger, Gallatin Field

TOURISM ECONOMICS

The economic vitality of the state depends on tourism. With the new money that tourism brings into the state, Montana's Main Street businesses prosper.

Tourism Economic Impacts and Expenditures

2006 Economic Impacts	Direct	Indirect	Induced	Combined
Industry Output	\$2,864,000,000	\$627,600,000	\$536,300,000	\$4,027,900,000
Employment Contribution (# of jobs)	36,500	5,480	6,600	48,580
Employee Income	\$643,900,000	\$127,000,000	\$146,900,000	\$917,800,000
Proprietors' Income	\$103,000,000	\$38,400,000	\$30,100,000	\$171,500,000
State & Local Taxes	\$163,500,000	\$31,600,000	\$34,600,000	\$229,700,000

Definitions: Direct impacts result from nonresident traveler purchases of goods and services; Indirect impacts result from purchases made by travel-related businesses; and Induced impacts result from purchases by those employed in travel-related occupations.

2006 Direct Expenditures

Expenditure Category	Average Daily per Group ^{1*}	Allocation by Category	Total Expenditures ^{**}
	(group size= 2.45)		
Gasoline, Oil	\$41.20	28%	\$817,700,000
Restaurant, Bar	\$31.65	21%	\$619,800,000
Retail Sales	\$23.53	16%	\$458,700,000
Hotel, B&B, etc.	\$14.05	9%	\$272,500,000
Groceries, Snacks	\$12.46	8%	\$246,200,000
Auto Rental and Repairs	\$ 7.16	5%	\$137,100,000
Outfitter, Guide	\$ 6.41	4%	\$125,700,000
Transportation Fares	\$ 3.26	2%	\$58,700,000
Licenses, Entrance Fees	\$ 2.89	2%	\$59,400,000
Misc. Services	\$ 2.29	1%	\$42,000,000
Campground, RV Park	\$ 2.12	2%	\$47,200,000
Gambling	\$ 1.57	1%	\$29,100,000
Total	\$148.59	100%	\$2,914,100,000

¹ Reflects average expenditure distribution over all visitor groups, regardless of how many actual groups spent money in any particular category.

*Based on total year expenditures.

**Based on totaled quarterly expenditures.

1996-2006 Nonresident Expenditure Trends

Nonresident Expenditure Trends	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005*	2006
Total Actual Expenditures (in millions)	\$1,389	\$1,450	\$1,537	\$1,596	\$1,656	\$1,719	\$1,800	\$1,874	\$1,958	\$2,755	\$2,914
% Change from Previous Year	2.3%	4.4%	6.0%	3.8%	3.8%	3.8%	4.7%	4.1%	4.5%	NA	5.8%
% Change from 1995	2.3%	6.8%	13.2%	17.5%	21.9%	26.6%	32.5%	38.0%	44.2%	NA	NA
Total Inflation-adjusted Expenditures (in millions of 2006 dollars ¹)	\$1,785	\$1,821	\$1,901	\$1,931	\$1,939	\$1,957	\$2,017	\$2,053	\$2,090	\$2,844	\$2,914
% Change from Previous Year	-0.6%	2.0%	4.4%	1.6%	0.4%	0.9%	3.1%	1.8%	1.8%	NA	2.5%
% Change from 1995	-0.6%	1.4%	5.8%	7.5%	8.0%	9.0%	12.3%	14.3%	16.4%	NA	NA

1996-2006 Nonresident Visitation Trends

Nonresident Visitation Trends	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Nonresident Visitors (in thousands)	8,696	8,889	9,280	9,428	9,465	9,552	9,767	9,670	9,800	10,126	10,378
% Change from Previous Year	-0.9%	2.2%	4.4%	1.6%	0.4%	0.9%	2.3%	-1.0%	1.3%	3.3%	2.5%
% Change from 1995	-0.9%	1.3%	5.8%	7.5%	7.9%	8.9%	11.3%	10.2%	11.7%	15.4%	18.3%
Nonresident Travel Groups (in thousands, 2.45 people per group)	3,597	3,677	3,839	3,900	3,916	3,931	4,009	4,177	4,241	4,129	4,236
% Change from Previous Year	-0.9%	2.2%	4.4%	1.6%	0.4%	0.4%	2.0%	4.2%	1.5%	-2.6%	2.6%
% Change from 1995	-0.9%	1.4%	5.8%	7.5%	7.9%	8.4%	10.5%	15.1%	16.9%	13.8%	16.8%

Source: University of Montana - Institute for Tourism and Recreation Research

2006 Montana Nonresident Quarterly Travel Comparisons

	Quarter 1 (Jan-Mar)	Quarter 2 (Apr-Jun)	Quarter 3 (Jul-Sep)	Quarter 4 (Oct-Dec)	Year Total (2006)
Visitation & Length of Stay					
Nonresident Visitors	1,344,000	2,676,000	4,844,000	1,514,000	10,378,000
% of Total	13%	26%	47%	15%	100%
Nonresident Travel Groups	579,000	1,118,000	1,822,000	717,000	4,236,000
% of Total	14%	26%	43%	17%	100%
Group Size (people per group)	2.32	2.39	2.66	2.11	2.45
Length of Stay (nights)	4.44	4.47	5.02	3.93	4.56
	Quarter 1 (Jan-Mar)	Quarter 2 (Apr-Jun)	Quarter 3 (Jul-Sep)	Quarter 4 (Oct-Dec)	Year Total (2006)
Expenditure Category (Average Daily per Group)¹					
Gasoline, Oil	\$34.32	\$40.41	\$44.48	\$42.84	\$41.20
Restaurant, Bar	\$34.65	\$32.34	\$32.00	\$27.13	\$31.65
Retail Sales	\$24.31	\$23.62	\$23.30	\$23.08	\$23.53
Hotel, B&B, etc.	\$14.36	\$12.14	\$14.72	\$14.31	\$14.05
Groceries, Snacks	\$11.69	\$13.18	\$12.94	\$11.33	\$12.46
Auto/RV Rental and Repairs	\$6.87	\$7.78	\$6.21	\$8.45	\$7.16
Outfitter, Guide	\$4.38	\$3.48	\$7.42	\$10.38	\$6.41
Transportation Fares	\$4.62	\$3.33	\$1.99	\$4.25	\$3.26
Licenses, Entrance Fees	\$2.13	\$2.69	\$3.68	\$2.43	\$2.89
Misc. Services	\$4.14	\$2.91	\$1.47	\$1.19	\$2.29
Campground, RV Park	\$0.42	\$2.70	\$3.36	\$0.67	\$2.12
Gambling	\$1.65	\$1.83	\$1.08	\$2.07	\$1.57
Total Average Daily per Group	\$143.54	\$146.42	\$152.64	\$148.14	\$148.59
Total Expenditures	\$368,700,000	\$731,700,000	\$1,396,100,000	\$417,600,000	\$2,914,100,000
% of Total	13%	25%	48%	14%	100%

¹ Reflects average expenditure distribution over all visitor groups, regardless of how many actual groups spent money in any particular category.

Nonresident Visitor Profiles

Primary Attractions for Vacationers

Yellowstone National Park	27%
Glacier National Park	18%
Mountains/Forests	16%
Open Space/Uncrowded Areas	13%
Wildlife/Fish	8%
Family/Friends	5%

Top Activities for Vacationers

Driving for Pleasure	62%
Wildlife Watching	59%
Day Hiking	39%
Recreational Shopping	36%
Picnicking	34%
Visit Historic Sites	32%
Visiting Lewis & Clark Sites	22%
Nature Study	21%
Visiting Museums	21%
Camping (developed)	19%
Fishing	19%
Visiting Native American sites	17%

Top Sites Visited by Vacationers

Yellowstone National Park	55%
Glacier National Park	33%
Little Bighorn Battlefield	13%
Other Montana State Parks	11%
Virginia City/Nevada City	10%
Flathead Lake State Parks	8%

All Travelers Place of Residence

Washington	12%
Idaho	10%
Wyoming	8%
Canada	8%
California	7%
North Dakota/Utah	5%
Colorado/Minnesota	4%
Oregon/Texas	3%
AZ/FL/IL/MI/SD/WI	2%
Overseas	2%

Source: University of Montana - Institute for Tourism and Recreation Research – Niche News 2005 Vacationers Characteristics; 2005 Nonresident Visitor Profile

TRAVEL MONTANA

The Montana Department of Commerce's division of tourism, Travel Montana, strives to lead the state's tourism industry in enhancing the state economy and preserving a sense of place for Montanans. Our aim is to accomplish this by promoting Montana as a travel destination, supporting meaningful growth while preserving our cultural treasures and increasing related revenues through our tourism promotion and development efforts.

Travel Montana's programs which assist in accomplishing these goals include:

- Consumer Marketing
- Electronic Marketing
- Overseas Marketing
- Group Marketing
- Meetings and Conventions Marketing
- Public Relations
- Publications
- Tourism Development and Education
- Industry Services
- Montana Film Office

TRAVEL MONTANA PROGRAMS

CONSUMER MARKETING

Overview

The Consumer Marketing program is responsible for promoting the state as a vacation destination to domestic travelers, ensuring that the significant economic benefit from out-of-state visitors continues to grow. The program develops marketing campaigns and promotions that define the state's unique attributes and set it apart from competing destinations. Campaigns are designed to create awareness for Montana, generate an interest in visiting and influence travel intention.

Goals

- Use paid advertising and promotions to increase consumer awareness of Montana as a travel destination.
- Implement a Montana branding initiative to ensure and encourage marketing consistency across numerous platforms. The brand will create a unique and distinctive image of Montana as a must-see travel destination.
- Increase consumer inquiries about travel to Montana.
- Increase the number of inquiries which are converting to actual visitors
- Increase shoulder season (spring, fall, and winter) visitation across the state.

Actionable Objectives

- Generate 180,000 general inquiries. (This represents a 40% increase over FY06 inquiries.)
- Generate 300,000 web inquiries. (This represents a 50% increase over FY06 levels.)
- Leverage approximately \$4 million in Travel Montana advertising placement funds into at least \$10 million in media value (generating \$2.50 in media value for every \$1 spent).
- Maintain summer season visitation (4,844,000 visitors in the 3rd quarter of 2006), while increasing shoulder season visitation by 5%.
- Increase vacation travelers 7% by 2010 by developing more meaningful Montana connections with consumers.
- Unify seasonal campaigns visually and strategically to increase awareness and longevity of message.
- Continue presence in the Minneapolis/St. Paul and Seattle key markets.
- Integrate the Publicity program and the consumer marketing program to identify strategies to achieve a greater media coverage and ROI for campaign(s).
- Identify areas of campaigns that can crossover with or include International, Meetings/Group Tours, Publications, and Tourism Development programs.
- Increase opportunities (specifically print, web, and events) for collaboration with in-state tourism regions, CVBs and private businesses to leverage funds for higher impact promotions.
- Implement a Montana branding initiative, with other state/regional/local stakeholders to achieve buy-in, so that the Montana brand is applied consistently across public and private marketing efforts.
- Continue to develop mutually beneficial partnerships that allow Travel Montana and public, private, and non-profit partners to leverage each other's resources, align missions, and trade brand equity to connect with new, receptive audiences.
- Expand target audience definitions to include more psychographic and lifestyle characteristics in addition to demographic characteristics.
- Target niche markets with customized campaigns/itineraries to build shoulder season visitation; continue/explore markets such as: skiers/snowboarders, winter fishing, birding/wildlife enthusiasts, historical/cultural, bicyclists, etc.
- Work with Publicity and E-Marketing to develop a regular consumer e-newsletter and enhance interactive website offerings (like streaming video/podcasts).
- Measure and analyze results from each campaign component and report results.

Partnership Opportunities

- Print
 - Newspaper insert with Madden Preprint Media
 - Magazine sections
 - Direct mail
- Web
 - HTML email blasts to targeted purchased lists
 - E-newsletter sponsorships with proven partners/websites
- Events
 - Skimt.com winter road show- Seattle & Minneapolis
 - Other events TBD

Calendar

July 2007

- July 1: Winter magazine co-ops (*tentative*)

August 2007

- August 1: Winter web co-ops (*tentative*)
- August 1: Winter event co-op (*tentative*)
- August 15-17: ESTO, Phoenix, AZ

October 2007

- October 1: Warm season magazine co-ops (*tentative*)
- TAC Meeting
- October 22-24: TIA Marketing Outlook, Charlotte, NC
- TBD: Winter promotional event

December 2007

- December 1: Warm season web co-ops (*tentative*)

February 2008

- February 1: Warm season event co-op (*tentative*)
- TAC Meeting

March 2008

- TBD: Partners Annual Marketing Plan Meeting (TM, TAC, Regions, CVBs, other state agencies):

June 2008

- TAC Meeting
 - TBD: Warm season promotional event
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ELECTRONIC MARKETING

Overview

The eMarketing Department has developed 12 consumer websites and they host another 14 sites for its marketing partners. In 2006 those sites received nearly 11 million visitors. The foundation of Travel Montana's electronic marketing program is the "Tourism" database. This is an extensive database of tourism related information from resorts to rodeos. This information is made available through a number of print and electronic services, such as the Internet. This cost-effective method of disseminating travel information gives consumers the ability to obtain comprehensive Montana travel information "instantly" from anywhere in the world. Free listings combined with high traffic offer Montana businesses an excellent vehicle for no cost marketing.

Goals

- Increase visitation to Montana by increasing visitation to our primary consumer Web sites. This will be achieved by enhancing usability and the user experience.
- Increase other Internet based promotions including generating qualified opt-in email leads.
- Enhance Travel Montana's e-marketing systems infrastructure and architecture.
Provide technical assistance to Montana's tourism partners to enhance their e-marketing efforts.

Actionable Objectives

- Reach more potential visitors by increasing visitation to Travel Montana's primary consumer websites by 30%, from approximately 11 million to 14 million user sessions.
- Increase qualified opt-in email leads, from Travel Montana websites and other promotions, to 10,000.
- Add database field to allow searching by geographical areas. (For example, much like the Lewis and Clark corridors that are searchable by geographical areas such as Bob Marshall, Flathead Lake, Bitterroot Valley, Glacier, Fort Peck Lake and pull up all of the accommodations, services and events in the "area". This will include a mapping feature to bring up the same within a 20 mile radius.)
- Enhance mapping component of primary sites. Use Yahoo, Google or other dynamic mapping component to provide pinpoint locations and driving directions.
- Add at least two niche sections, of the eight identified below, to VisitMT.com and other relevant sites.
 - Motorcycle Rally
 - Rodeo
 - Other sports opportunities (competitive sports)- hockey, minor league baseball, college football, other/regional
 - Microbreweries
 - Dining/Restaurants
 - Farmers Markets/Ag
 - Arts & Culture
 - Dinosaurs
- Video Podcasts for download/Add streaming video content.
- Enhanced user downloads- backgrounds, photos.
- Share Your Montana Experience with photo sharing. Provide a place for personal testimonies and itineraries.
- Develop "Montana Members Club" or something similar to offer special deals and discounts.
- Provide a rotating current event display on the homepage of VisitMT.com. Events will be in random order and will feature large and small events.
- Continue to promote Montana on appropriate Web 2.0 sites such as My Space.

- Develop an awareness campaign to feature new eMarketing services available from Travel Montana to the state's tourism industry, Regions, CVBs and Chambers. Introduce new and enhanced listings for tourism services, sites and events. Awareness strategies will include attending regional meetings and an enhanced presence at the Governor's Conference.
- Make email opt-in check box more visible on VisitMT.com and other sites. Offer incentives to provide a confirmed opt-in email address to Travel Montana.
- Develop new strategies to increase opt-in email lead list. Gather names from sweepstakes and other promotions - one example might be a quarterly newsletter.
- Rewrite TAO- the application used to enter data into our Oracle "Tourism" database. Convert the application to .NET or other appropriate application. Develop enhanced listings. (For example- allow properties to upload streaming video on their listing) Make application viable for the next 10 years.
- Give Montana's marketing partners more hosting options and platforms.

Partnership Opportunities

- Partnering with Montana's Regions, CVBs and Chambers to develop "geographical areas" for search
- Partnering with Montana's Regions, CVBs and Chambers to develop more niche sections for Travel Montana' sites.
- Partnering with Montana's Regions, CVBs and Chambers to develop discounts and special offers.
- Work with Montana's marketing partners to discover, develop and deploy enhanced hosting options.

Calendar

July-September 2007

- Geographical searches
- Enhanced user downloads
- "Share Your Montana Experience" blog

October-December 2007

- Enhanced Mapping Component
- Montana Members Club
- eMarketing Marketing Plan

January-March 2008

- Add niche sections to websites
- Rotating events on homepage
- Linux server

April-June 2008

- Add video podcasts
- Web 2.0 promotions
- TAO rewrite

OVERSEAS MARKETING

Overview

Travel Montana aggressively promotes Montana as a vacation destination to the international travel trade – including tour operators, tour wholesalers (receptive tour operators), travel agents and media, with a particular focus on Germany, the UK, France, Belgium, the Netherlands, Italy, Japan, Taiwan, Sweden and Denmark. The goal of this program is to increase the number of overseas visitors and overnights, as well as to increase the inclusion of Montana tourism product in tour operator's brochures.

Goals

- Further develop and foster positive relationships with overseas tour operators and USA based receptive tour operators.
- Increase the number of international visitors to Montana from current and new markets.
- Research methods of tracking actual overnight of international visitors per year.
- Provide technical assistance to Montana partners on international marketing.
- Enhance and maintain product knowledge of Montana facilities, attractions and events.

Actionable Objectives

- Attend trade shows to meet with tour operators and media to promote Montana as a vacation destination and encourage the inclusion of more tourism product in tour company brochures; follow up with the latest information on Montana such as Vacation Planners, etc.
- Distribute the trade show leads to Montana suppliers for follow-up, and have all leads available on the intranet site.
- Increase overseas visitation to Montana from the reported 3% to 4% (ITRR sampling) to 5%.
- Increase the number of Montana overnights offered ("product on the shelf") in the RMI TRIP report from 6% to 8%.
- Add one new international market such as Australia.
- Develop a measurement tool to calculate the actual number of overnights booked in MT per overseas market.
- Include an international marketing session at annual Governor's Conference.
- Conduct a direct mail campaign for tour operators by sending an in-house quarterly newsletter which highlights new Montana product as well as offering suggested itineraries or new/unique attractions and destinations.
- Organize and conduct the RMI Mega-fam in partnership with Idaho to educate tour operators from Montana's target market on Montana tourism product. Conduct other familiarization tours as needed or on an as-requested basis.
- Track results via the RMI Annual Marketing and TRIP report and via information/samplings through ITRR if funding is available.
- Work with TM Administrator to secure additional funding for General Service Agent (GSA) fees, travel and mailing costs for Australian market.
- Investigate cooperative opportunities with partners such as CVBs, Regions or Montana tourism suppliers to supplement the costs.
- Present information and updates on international market at TAC meetings and to Regions and CVBs as needed.
- In April 2008 prepare list of lodging facilities, attractions, etc. for sight visits in June; report findings back to tour operators, etc. for their consideration for inclusion in their Montana tour products. Also report to TM staff, CVBs and Regions as appropriate.
- Continue to research methods of tracking actual overnight of international visitors per year.

Partnership Opportunities

- Work with the CVBs, Regions and private sector to conduct international marketing training sessions (goal is 3 sessions for FY08) throughout the year.
- Partner with Montana tourism suppliers on the promotion of their product through attendance at trade shows.
- Partner with Montana tourism suppliers on the promotion of their product through participation in fam tours.

Calendar

September 2007

- September 23 – October 2: RMI Mega-fam in cooperation with ID, MT suppliers, CVBs and regions

October 2007

- October 1-2: Continuation of RMI Mega-fam

November 2007

- November 9-16: World Travel Market trade show in London, UK in cooperation with RMI
- November 16-17: Visit USA Italy Showcase, Florence, Italy in cooperation with RMI

January 2008

- January 6-16: Scandinavian Mission including Sweden and Norway, in cooperation with RMI
- January 20-26: Go West Summit in Colorado Springs, CO

February 2008

- February 11-14: North American Journeys Tour Operator Summit in Los Angeles, CA
- February 16-23: Australian Mission in cooperation with RMI

March 2008

- March 5-9: ITB trade show in Berlin, Germany in cooperation with RMI
- TBD: Pre- or post-ITB sales calls and trainings in Paris, France in cooperation with RMI

April 2008

- TBD: RMI Summit Meeting followed by the RMI RoundUp in WY
- April 17-18: International seminar at Governor's Conference

May 2008

- TBD: Active America Travel Summit in MN (Kumamoto office attends for TM)
- May 31 – June 4: Attend TIA's International Pow Wow in Las Vegas, NV

June 2008

- Site visits to Montana tourism product
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GROUP TRAVEL AND MEETINGS/CONVENTIONS

Overview

The US/Canadian Group Travel and Meeting/Conventions programs are responsible for promoting Montana as a vacation and convention/meeting destination to tour operators, travel agents, travel journalists and meeting planners in the USA and Canada.

Meetings/Conventions

Goals

- Build and maintain a positive image with prospective meeting and convention planners.
- Generate and distribute leads to the CVBs for convention facilities in their areas.
- Establish some research and baseline information for the number of meeting and convention bookings and economic impact.
- Establish measurement to increase convention attendee's stay in Montana by one night.

Actionable Objectives

- Increase inquiries to www.montanameetings.com by 5% over 2006.
- Increase to 5 the number of partners for the Trade Show Assistance Program
- Establish measurement for Joint Ventures advertising by number of leads generated and submitted Request For Proposals (RFPs) from meeting planners to Travel Montana via the www.montanameetings.com.
- Provide joint ventures advertising placement opportunities in key trade publications.
- Advertise on key internet meeting and convention sites, use value-added email blasts and banner advertising.
- Continue the promotion and updates of www.montanameetings.com.
- Continue the Invite-A-Convention Packets to promote to attendees to increase their stay in Montana while attending a convention.
- Establish tracking and reporting of results of advertising/promotion efforts.
- Assist media in writing about the convention and meeting opportunities in Montana.
- Identify opportunities to establish and nurture new relationships with planners and media to enhance Montana's image.
- Partner with consumer marketing and publicity on appropriate projects.

Partnership Opportunities

Trade Show Assistance Program

This program assists regions and CVBs in exploring new domestic markets by encouraging first-time exhibition at business to business meeting and convention trade shows outside of the state. It is not only for regions/CVBs new to trade show exhibition, but can also be useful for established regions/CVBs who are looking to exhibit at a show that they have never been to before. It is not intended for a region/CVB to use for a trade show at which it currently exhibits. The assistance comes in the form of a fifty (50%) percent reimbursement of qualified and approved expenses for trade show exhibition. The application can be found at: www.travelmontana.state.mt.us/OURPROGRAMS/MeetingsConventions.asp.

Advertising Joint Venture

This program allows several cooperative placement opportunities with Travel Montana for potential partnerships with various tourism regions, CVBs and private sector in trade publications. Travel Montana reserves a full page ad then partners out three 1/6th page ads to potential partners. Possible trade publications include *Association News*, *Meetings West*, *Smart Meetings* and *Small Market Meetings*.

Calendar

On-Going

- TBD: Media buy for trade publications

Domestic Group Travel

Goals

- Build and maintain a positive image with prospective group tour planners.
- Create top of the mind awareness of Montana as a group tour destination.
- Convert inquiries into group tour bookings.
- Provide tour operators with the tools to build a successful Montana tour itinerary.
- Generate more awareness of statewide group tour product including Lewis and Clark Trail attractions, Glacier National Park and events of interest to the group tour market.
- Establish research to track group visitation and their economic impact to Montana.

Actionable Objectives

- Advertising placement in key trade publications.
- Attending industry events, National Tour Association Convention (NTA), American Bus Association Convention (ABA) and Tour Associated Partners (TAP) annual meeting.
- Sponsor refreshment booth at the NTA convention to gain Montana exposure and enhance awareness.
- Provide Group Tour Planning manual and continually update www.montanagroups.com.
- Increase inquiries to www.montanagroups.com by 5% over 2006.
- Conduct Familiarization tour opportunities to Montana to increase awareness of tour itinerary opportunities.
- Distribute regular electronic updates and *Montana Calendar* to key tour operators.
- Establish evaluation method for advertising/promotion efforts.
- Assist media in writing about the group travel opportunities in Montana.
- Explore additional opportunities for joint venture advertising and co-op projects.

Partnership Opportunities

- Familiarization tour opportunities with regions/CVBs and Montana's industry partners.
- The opportunity to sponsor and participate in the refreshment booth during NTA.

Calendar

November 2007

- November 2-6: NTA, , Kansas City, MO

February 2008

- February 2-7: ABA, Virginia Beach, VA
- February 14-16: BankTravel, Grapevine, TX

June 2008

- TBD: Tourism Alliance Partners

On-Going

- TBD: Media Buy for Trade Publications
-

PUBLIC RELATIONS / PHOTOGRAPHY

Overview

Publicity is one of the most believable and effective types of exposure a travel destination can get. Coverage in key travel and news media markets can result in stories and programs that generate interest in Montana. The publicity / photography program works with various media outlets to facilitate this coverage and help spread the word about the latest and greatest reasons for visiting.

Goals

- Generate continuous positive editorial placement within all travel media outlets (domestic and international), including newspapers, consumer publications, travel trade media, broadcast outlets and the Web.
- Strengthen and utilize the relationships with the state's six tourism regions, CVBs and tourism industry suppliers/partners to support and maintain fresh, cost-effective public relations strategies.
- Continue to build a digital image library that supports the needs of the media and is accessible by means of a searchable database.

Actionable Objectives

- Generate at least \$12 million in ad equivalency.
- Grow our media database by 10%, approximately 100 new entries, using both proactive (researching and developing relationships with appropriate media) and reactive (responding to media requests, thereby establishing relationships).
- Develop and present outreach programs for the regions/CVBs and their members to educate the audience on the value and importance of editorial placement and solicit their support for media efforts.
- Continue to build the image library, utilizing the support of the regions/CVBs, as well as businesses involved in providing tourism-related services.
- Grow the content of the newly established pressroom, to provide creative, current subject matter to the media, as well as providing an outlet for those involved in state tourism to get the word out on new offerings (events, activities, lodging, etc.) for the visitor.
- Continue to develop creative and enticing direct mail campaigns to appropriate markets.
- Work with the regions/CVBs to develop and implement group (minimum of 1 trip per region and CVB per year) and individual media tours, with the goal being to generate positive editorial placement.
- With the support of the contracted PR agency – Mercury Advertising, conduct media missions or themed media events in key national markets (New York, Los Angeles, Denver/Boulder) to increase awareness of Montana's diverse travel product and to pitch targeted story placement.
- Participate in trade / travel shows with a record of strong media attendance to develop new media connections, such as the 2007 Adventure Travel World Summit
- Support photo workshops (through logistical support and itinerary development) as a means of reaching the visitor interested in this niche market. Currently supporting the Friends of Arizona Highways photo workshop and the Mentor Series Montana Photo Trek.
- Develop public relation strategies that integrate into consumer marketing campaigns, to help support and generate greater results from Montana's advertising efforts.
- Work in tandem with the Montana Dinosaur Trail, Hands of Harvest and Crown of the Continent, all Travel Montana supported programs, to facilitate positive coverage for these newsworthy entities.

Partnership Opportunities

Partner not only with regions/CVBs on hosted media visits, but also with individual businesses providing Montana products and guest services. Collaborate on itineraries and securing reduced or comped lodging, meals, and guided activities for media visits. Further educate these businesses on the value positive press coverage adds to their business, as a result of partnering with state efforts.

Calendar

July 2007

- June 28-July 1: Trains and Trolleys press trip with Gold West Country
- July 23-27: Arizona Highways photo workshop, Glacier Park

August 2007

- August 9-12: Outdoor Retailer Trade/Media Show, Salt Lake City

September 2007

- September 7-12: Popular Photography Mentor Series photo trek, West Yellowstone

October 2007

- October 1-9: SATW annual meeting, Manchester, England
 - October 4-7: 2007 Adventure Travel World Summit, Whistler, BC
-

PUBLIC INFORMATION

Overview

This program develops outreach and public information programs to publicize Travel Montana's and the Montana tourism industry's initiatives and activities in order to educate and encourage community cooperation, support and understanding of the industry.

Goals

- Expand tourism education and outreach into Montana's communities.
- Expand Travel Montana staff outreach regarding the assistance available through the division's marketing and technical resources.
- Develop resources to educate the public about Montana's tourism industry. (i.e. Intranet site, e-newsletters, fact sheets, etc.)

Actionable Objectives

- Coordinate the attendance of a Travel Montana representative at one board meeting of each of the six regions at least once per year and at one board meeting of each of the eleven cvbs at least once per year in order to foster better communication between the state and our tourism partners and build awareness of Travel Montana programs.
- Develop a *Tourism 101* presentation that can be used by Travel Montana as well as other partners in Montana's tourism industry to build public awareness of Travel Montana programs and to increase support, understanding and local cooperation for Montana's tourism industry.
- Work with representatives from the regions and cvbs to identify committees, councils and interested organizations within their communities who would benefit from a *Tourism 101* presentation. Give a *Tourism 101* presentation to at least one civic organization per region per year.
- Work with the Travel Montana staff to maintain and update Travel Montana's Intranet website content.
- Oversee the development, editing, and publication of the monthly Travel Montana e-newsletters, speaking points, Tourism Fast Fact Sheets and other related outreach materials.
- Establish and maintain effective working relationships with media contacts to promote and cultivate media coverage of Montana and its tourism opportunities through press releases, interviews, etc.
- Oversee crisis communication activities on behalf of Travel Montana and when applicable, assist partners with crisis communication.
- Assist in the coordination of the TM Marketing Plan in partnership with our advertising agency, industry partners, such as Regions and CVBs, and interested parties.
- Attend industry conferences to keep abreast of tourism trends, initiatives and research.

Partnership Opportunities

- Work with Regions, CVBs and other industry partners to identify organizations that would benefit from public outreach sessions regarding tourism's impacts, benefits and opportunities.
- Provide outreach materials to industry partners such as tourism statistics, fact sheets, presentations, etc.

Calendar

August 2007

- August 15-17: ESTO, Phoenix, AZ

October 2007

- October 22-24: TIA Marketing Outlook, Charlotte, NC

May 2008

- TBD: 25th Annual National Tourism Week

On-Going

- Produce monthly the Travel Montana Update e-newsletter
-

PUBLICATIONS

Overview

Publications play an important role in the planning process of potential visitors. The guides provide accurate, colorful, and easy to read information about Montana's year-round recreational opportunities and attractions to visitors of all ages. They are often a potential visitor's first glimpse at what Montana has to offer and play an important part in the vacation planning process of travelers. This program develops advertising programs for the promotion of Montana businesses and works closely with tourism partners to coordinate marketing efforts. Publication distribution is through chambers, visitor centers, consumer shows, conventions, local businesses and direct mail from inquiries driven by the advertising.

Goals

- Provide high quality fulfillment to consumer inquiries to convert interest into sale.
- Produce high quality printed and digital publications to increase visitor interest in Montana.
- Provide information in an easy to use format to encourage travel into all areas of the state and throughout all seasons.
- Work closely with other Travel Montana marketing campaigns to coordinate branding efforts.
- Continue to offer Montana businesses no- or low-cost advertising opportunities to promote their tourism product and services.
- Continue communication with all State and Federal agencies publishing consistent messages on public lands, regulations and permits.

Actionable Objectives

- Continue to work closely with contracted ad agency, print vendors and freelance photographers to maintain high quality printed materials.
- Coordinate printed materials with current marketing campaigns.
- Start redesign of Winter Guide in spring of 2008. By designing destination areas into the guide, Montana could promote alternative winter activities and areas throughout Montana.
- Coordinate redesign of Kid's Brochure with finalized redesign of kid's website.
- Continue to promote Made in Montana products in Vacation Planner.
- Reprint current Vacation Planner design for 2008-09 but begin planning of new creative for the 2009-2010 Vacation Planner with the possibility of a CD included in the Planner of audio podcasts for driving describing historic sites, landmarks and points of interest along selected highways.

Partnership Opportunities

Opportunities for affordable advertising to Montana businesses within some of the 2.5 million pieces of literature distributed each year, is an excellent way for businesses to reach the travel market.

- *Montana Vacation Planner:* Travel Montana's main response piece, this statewide travel services data book offers free listings and space available for advertising at reasonable fees. Space reservation deadline is generally August 1. Updated yearly. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 465,000 printed each year.
- *Montana Winter Guide:* Travel Montana's winter response piece provides comprehensive information on Montana's downhill ski areas, cross-country resorts and trail systems, snowmobile reference charts, snowcoach tours and winter accommodations. Most guide placements require the purchase of ad space. Space reservation deadline is generally April 28. Updated yearly. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 85,000 printed each year.

- *Montana Calendar of Events*: Free listings of major statewide events of interest to visitors. One calendar lists events occurring between April and October and the second covers October through April. Updated yearly. Limited space available so not all events are printed. Distributed through direct mail, consumer shows, chamber offices, visitor information centers and local businesses. About 300,000 summer calendars and 80,000 winter calendars are printed each year.

Calendar

Early-August 2007

- Winter Guide and Winter Calendar of Events ready for distribution.
- Deadline for Vacation Planner ad space and surveys.

Early-September 2007

- Deadline for Vacation Planner advertising materials.

Late-October 2007

- Deadline for Summer Calendar surveys.

Early-January 2008

- Vacation Planner and Summer Calendar of Events ready for distribution.

Late-April 2008

- Deadline for Winter Guide ad space and materials.

Mid-May 2008

- Deadline for Winter Calendar surveys.
-

TOURISM DEVELOPMENT & EDUCATION

Overview

This program provides financial, technical and marketing assistance for Montana tourism and recreation projects, programs, initiatives, products and services. The program's activities include financial grants for non-profit sponsors involved in developing or enhancing tourism-related facilities, events and Montana's cultural, heritage and nature tourism products. Technical assistance is provided to both public and private sector entities through education services including community, regional and statewide workshops, an annual Governor's Conference on Tourism and Recreation, a recurring statewide strategic planning process, the Montana Superhost customer service training program, and the coordination efforts of the Federal and State Agency Liaison. Marketing assistance is provided to Montana's communities and businesses through the Montana Visitor Information Center (VIC) program which provides financial and technical support to partner organizations in qualified gateway communities for VIC staffing and operations.

Special Events Grant Program (SEGP)

Goals

- Use Montana's tourism "bed tax" to leverage public and private sector investments in the creation or enhancement of annual, ongoing events that demonstrate the ability to serve as economic and community development tools for Montana.

Actionable Objectives

- Using a competitive grant process, invest a portion of Montana's tourism "bed tax" funds into the creation or enhancement of annual, ongoing Montana events that demonstrate the ability to serve as an economic and community development tool.
- Begin the planning process for conducting an Economic Impact Survey of at least one SEGP funded event using the Institute for Tourism & Recreation Research's new "Survey in a Box" tool.
- Work with the Tourism Advisory Council to ensure that SEGP meets the needs of community nonprofit organizations while fulfilling Travel Montana's mission and objective for the program.

Partnership Opportunities

- Public and private sector funding partners to assist in financing SEGP awarded projects.
- Promotion and publicity efforts to highlight SEGP funded events.

Tourism Infrastructure Investment Program (TIIP)

Goals

- Use Montana's tourism "bed tax" to leverage public and private sector investments into the creation, enhancement and protection of tourism-related facilities that demonstrate the ability to increase Montana's attraction as a visitor destination and/or keep current visitors in Montana longer and encourage them to spend more money. Place special focus on preserving, enhancing and protecting Montana's cultural and heritage resources for the use and enjoyment of Montanans and our visitors.

Actionable Objectives

- Using a competitive grant process, invest a portion of Montana's tourism "bed tax" funds into "brick and mortar" projects that create, enhance or protect tourism-related facilities that demonstrate the ability to increase Montana's attraction as a visitor destination, keep visitors here longer and encourage them to spend more money.
- Leverage more than \$1 million in public and/or private sector funds in the projects awarded 2007 TIIP Grants.
- Survey all TIIP Grant Recipients regarding annual visitation numbers and trends to document number of visitors served by TIIP funded facilities as part of the program's Return on Investment information.

Partnership Opportunities

- Public and private sector funding partners to assist in financing TIIP grant projects.
- Promotion and publicity efforts to highlight TIIP funded facilities, their improvements, products and services.

Cultural Tourism

Goals

- Assist communities, regions, non-profit organizations and other public entities in the development of Montana's cultural and heritage tourism products, services and networks by providing technical and financial support as well as facilitation and education services.

Actionable Objectives

- Provide "bed tax" funds for the production of at least 100,000 copies of the Montana Cultural Treasures booklet and support for the related website, a partnership project involving Lee Newspapers/The Missoulian, Montana Arts Council, Montana Historical Society, Montana Committee for the Humanities and Travel Montana. Travel Montana will also finance the statewide distribution of the booklet through a private sector distribution company.
- Provide technical and financial assistance for the creation, production and distribution of the Crown of the Continent Geotourism MapGuide, a partnership project involving the National Geographic Society's Center for Sustainable Destinations, National Parks Conservation Association Glacier Office, and various public and private sector entities in Montana, Alberta and British Columbia.
- Provide technical and financial assistance for 3-4 cultural and heritage tourism projects including:
 - Organizational development and ongoing promotion projects for the Montana Dinosaur Trail facility network;
 - Organization, product and promotional material development for the Copperway & Southwest Montana Heritage Trails;
 - Organizational development and promotion for the Hands of Harvest: The Craft-Heritage Trails of North Central Montana member network.
- Provide financial and technical support for the Friends of the Beartooth All American Road organizational development, interpretation and promotion efforts through involvement with their Corridor Management Plan group meetings, conference calls and workgroup activities.
- Provide technical and financial assistance to support priority projects and activities of the Montana Tribal Tourism Alliance, an inter-tribal organization representing Montana's seven Indian Reservations working to promote culturally appropriate economic development through tourism. The specific projects to be pursued will be identified by MTTA and could include tourism training workshops, promotional events or materials, conferences or other tourism education activities.

Partnership Opportunities

- Public and private sector partners to provide financial and technical assistance for the development, promotion and distribution of Montana's cultural and heritage tourism products and services.
- Promotion of the existing cultural and heritage tourism products in the state through the media – Montana, regional, national and international – as well as Travel Montana's publication, consumer marketing and electronic marketing services.

Education

Goals

- Provide Montanans information and training opportunities regarding tourism as an economic and community development tool through workshops, seminars, assessments, strategic planning and networking.

Actionable Objectives

- Plan, organize and implement 2-3 statewide and/or regional workshops on tourism-related topics. Work with Montana's tourism regions, CVBs and other tourism and recreation partners to identify workshop topics, presenters, training materials and funding sources.
- Plan, organize and implement the 2008 Montana Governor's Conference on Tourism & Recreation for April 17-18 at the Holiday Inn SunSpree Resort in West Yellowstone.
- Provide customer service training for up to 2400 Montanans in FY08 through the Montana Superhost Program operated by Flathead Valley Community through a contract with Travel Montana. The seminar participation goal represents a 12% increase over FY 07.
- Complete the process of updating the statewide Montana Tourism & Recreation Strategic Plan for use over the next 3-5 years. Work with the plan's stakeholders on development of an implementation and monitoring process.
- Conduct a pilot project with the Montana Main Street Program where the elements of the Community Tourism Assessment Program are incorporated into the education and development efforts of a certified Main Street community. Partners in this effort include the Montana Main Street Program, MSU Extension Community Development Program, MSU College of Business, and UM's Institute for Tourism and Recreation Research.

Partnership Opportunities

- Identify topics for regional and statewide workshops and Governor's Conference presentations.
- Participation in and promotion of Travel Montana's education workshops, conferences, Montana Superhost Sessions and Strategic Plan implementation efforts.
- Assistance in developing and putting into action a strategic plan implementation and monitoring process.

Montana State & Federal Agency Liaison

Goals

- Build and maintain effective working relationships with federal and state agency tourism and recreation programs through ongoing communication regarding programs, initiatives, technical and financial resources as well as participating as partners in tourism and recreation projects that serve the needs of Montana's residents and visitors and facilitate excellence in the state's tourism and recreation experiences.

Actionable Objectives

- Maintain and update the tourism and recreation-related technical and financial assistance information on Travel Montana's Intranet site: http://travelmontana.state.mt.us/OURPROGRAMS/tech_fin_assist.asp This information includes federal and state agency assistance programs as well as those offered by the private sector, foundations and non-profit organizations assisting tourism and recreation development.
- Provide technical and financial assistance to tourism-related themed-trail development initiatives involving state and federal agencies as well as other regional partners. In FY08, these projects include development of birding and nature trails in Custer, Russell and Gold West Counties and the 2008 Montana Territorial Trail Drive involving a number of federal, state, community, private and non-profit organization partners.
- Work with Travel Montana's Electronic Marketing Staff and federal and state agency partners to update the Watchable Wildlife pages on www.visitmt.com.

- Maintain regular communication with state and federal agency partners regarding Travel Montana programs and initiatives as well as sharing information with Travel Montana administration and staff regarding state and federal agency programs and initiatives.
- Represent the Montana Promotion Division on the Montana Tourism & Recreation Initiative (MTRI) Working Group.

Partnership Opportunities

- Identifying and acting on tourism-related projects and actions that MTRI can focus their technical and financial resources on for the improvement of Montana's tourism and recreation resources and Montana's economy.

Visitor Information Centers

Goals

- Enhance the quality of Montana's visitor experience and understanding of what Montana has to offer, increase our visitors' length of stay and expenditures in Montana, and increase the likelihood of our visitors returning in future years through the operation of at least nine Montana gateway community Visitor Information Centers. The Montana VICs operate in partnership with community-based non-profit organizations.

Actionable Objectives

- Review and update the Montana VIC program, contract and site selection criteria with input from the gateway community partners to ensure that the program is using its resources effectively to reach the objective.
- Work with the Montana Arts Council, Montana State Parks, non-profit artist groups, Made-in-Montana stores and other product suppliers to provide Made-In-Montana Products to display and promote through the Montana VIC Display Case Program.
- Work with the Montana VIC partners to identify and address travel counselor training needs.
- Work with Travel Montana's Electronic Marketing Staff to develop a consistent, identifiable look for the web pages and links to the Montana VICs on www.visitmt.com.

Partnership Opportunities

- Keep Montana VICs stocked with brochures and travel guides highlighting Montana's visitor opportunities and travel services.
- Provide Montana VIC travel counselors familiarization tours or presentations to provide them firsthand knowledge or attractions, communities and services to share with visitors.
- Provide Made-in-Montana products to Montana VICs to highlight in their Display Cases as a marketing tool to increase expenditures for these products and highlight the work of Montana's artisans.

Calendar

August 2007

- August 1: TIIP Grant Application Deadline

October 2007

- October 1: Seasonal Visitor Information Centers close for the season
- October 2-3: Tourism Advisory Council Sends TIIP Grant Award Recommendations to MT Commerce Director for final approval
- TBD: SEGP Application available <http://travelmontana.mt.gov/forms/>

December 2007

- TBD: Montana Tourism & Recreation Strategic Plan updated for 2008 and beyond.

January 2008

- TBD: SEGP Application Deadline

February 2008

- TBD: Tourism Advisory Council Sends SEGP Award recommendations to MT Commerce Director for final approval

March 2008

- TBD: TIIP Grant Application Available <http://travelmontana.mt.gov/forms/>

April 2008

- April 17-18: Montana Governor's Conference on Tourism & Recreation, West Yellowstone, <http://travelmontana.mt.gov/conference/>

May 2008

- May 1: Visitor Information Centers open for the season
-

OPERATIONS AND INDUSTRY RELATIONS

Overview

This program serves as the administrative and fulfillment center for Travel Montana and the Montana Film Office. Operations works closely with Travel Montana staff to provide vital information and administrative support to enhance the overall mission of tourism development and multidimensional marketing of the state as a year-round travel destination. The Fulfillment Program utilizes the Call Center and Travel Montana's front desk as key points of customer contact, by providing potential tourism customers with prompt, accurate and current information.

Fulfillment

Goals

- The program will continue to promote increased visitation by providing outstanding customer service and interactive relationships with the inquiring public by promptly answering all requests for information by phone and mail.

Actionable Objectives

- Answer all inquiries promptly and enter customer information into VISITS software system.
- Manage and inventory printed promotional material.
- Keep current with the ever changing USPO mail rates and specifications.
- Work with Fed Ex to get set up and be in compliant with the State procurement requirements for small package shipping.
- Continually seek the best rates for shipping large shipments (pallets) of information.

Administrative Support

Goals

- The Operations Department strives to provide professional administrative support to Travel Montana/Montana Film Office with the following services:
 - Provide excellent customer service and front desk coverage 8:00-5:00 M-F
 - Provide professional administrative services to staff.
 - Provide accounting services for division programs and managers.
 - Coordinate purchasing activities.
 - Monitor and track contracts and proposals.

Actionable Objectives

- Streamline the VISITS (Tier One/Siebel) computer program by requesting changes that would save Operations not only time in processing requests, but money in postage costs.

Industry Services

Overview

Industry Services provides a staff liaison to the Tourism Advisory Council (TAC), Regions/CVBs and other state agencies to assist with oversight and to assure compliance. By providing the staff liaison, this program provides essential support to Montana's non-profit tourism organizations and oversees the distribution of the Lodging Facility Use Tax to the six Tourism Regions and eleven Convention and Visitor Bureaus (CVBs). In addition, the program monitors the Regions and CVBs for compliance and adherence to the current Regulations. It also works with the Department of Revenue to provide Lodging Facility Use Tax collection amounts to public and private sectors.

Goals

- Serve as principal liaison between TAC, statewide tourism organizations, Travel Montana, and private sector representatives to coordinate projects; apprise cooperators of program changes, initiatives, and requirements; and facilitate exchange of ideas and information.
- Provide information on program operations, activities, and changes; interpret and explain State regulations; and answer questions from Region/CVB representatives.
- Conduct annual financial and program audits of Region/CVB tourism organizations receiving tax revenue.
- Distribute quarterly payments to tourism organizations according to approved project plans and ensure that necessary funding is available for timely disbursement.
- Enhance and foster relationship with Department of Revenue to assure continued open lines of communication and sharing of information between Revenue, Travel Montana, TAC and Regions/CVBs.

Actionable Objectives

- Develop and establish agendas, select and compile informational materials, and coordinate other details required for successful TAC meetings.
- Verify accuracy and compliance of annual marketing plans and project applications before submitting to the TAC for final approval.
- Administer fiscal contracts for tourism organizations to ensure the effective distribution of funds according to decisions and guidelines of TAC.
- Plan, schedule and coordinate biannual Region/CVB meetings and provide training and assistance for new Region/CVB directors as needed.
- Continue to work toward sharing of information with Regions & CVBs via the intranet.
- Review quarterly financial and program compliance reports returned by the 17 certified tourism organizations.
- Present audit results to TAC with recommendations for follow-up or appropriate disciplinary actions. Ensure effective implementation of all post audit actions required by TAC.
- Track tax receipts throughout the year to ensure availability of revenue for approved programs, and apprise TAC of revenue status.
- Review revenue reports, calculate and verify adjustments, identify and resolve errors and discrepancies, and present findings to the Montana Promotion Division Administrator and TAC.
- Provide Lodging Facility Use Tax revenue collection figures to public and private sector via the Travel Montana Intranet website. To be updated on a quarterly basis.

Partnership Opportunities

N/A

Calendar

July 2007

- TBD: 4th Quarter Compliance Reports due from Regions/CVBs

August 2007

- TBD: 1st Quarter payment to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

September 2007

- TBD: Schedule and perform audits for Regions/CVBs

October 2007

- October 1-3: TAC Meeting
- TBD: 1st Quarter Compliance Reports due from Regions/CVBs
- TBD: Updated Revenue Projections to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

November 2007

- TBD: Region/CVB meeting (two ½ days)
- TBD: 2nd Quarter payment to Regions/CVBs
- TBD: Schedule and perform audits for Regions/CVBs

December 2007

- TBD: Schedule and perform audits for Regions/CVBs

January 2008

- January 1: FY07 Completion Reports due from Regions/CVBs
- TBD: 2nd Quarter FY08 Compliance Reports due from Regions/CVBs

February 2008

- February 4-6: TAC Meeting – review audits
- TBD: 3rd Quarter payment to Regions/CVBs

March 2008

- TBD: Region/CVB meeting (1 full day)
- TBD: FY09 Projected revenue figures to Regions/CVBs

April 2008

- TBD: 3rd Quarter FY08 Compliance Reports due from Regions/CVBs

May 2008

- TBD: Region/CVB Annual Marketing Plans due
- TBD: Review 17 Region/CVB Marketing Plans

June 2008

- June 2-4: TAC Meeting – review and approve marketing plans
 - TBD: 4th Quarter payment to Regions/CVBs
 - TBD: FY08 Annual Contracts to Regions/CVBs
-

MONTANA FILM OFFICE

Overview

The primary role of the Montana Film Office is to bring productions (feature films, commercials, documentaries, television programs, and still shoots) into Montana for the overall economic benefit of the state. As the number of productions filmed in Montana continues to grow, so do the job opportunities for Montanans and the amount of direct expenditure to Montana businesses generated by out of state production companies. It is the responsibility of the Montana Film Office to ensure that the state is "film friendly." We not only work with producers to find locations that fit their script, we also act as their liaison with private and public entities through every phase of production.

Goals

- Market Montana as a competitive, creative, and viable filming location for feature films, TV commercials, documentaries, still shoots, short films, and music videos as well as television shows, miniseries, and movies of the week.
- Increase the direct and indirect economic impact of the film industry by encouraging more film production to film in the state of Montana.
- Continue to generate press releases that result in positive articles on Montana's film industry in the film industry trade press as well as the local Montana press.
- Incorporate new comprehensive database system and upload all existing project, contact, and digitized location files into the new system..
- Encourage the growth of the indigenous film industry in Montana, by offering Montana filmmakers and film festivals resources and technical support, thereby creating a sustainable industry in state, which in-turn increases competitiveness for out of state projects.
- Continue to enhance Montana's competitiveness through legislative and other means.

Actionable Objectives

- Implement a new advertising campaign in FY 08 based upon the award winning campaign of FY 07. Strategically place this campaign in trade publications, directories, online, and in festival catalogs. Publications include Daily Variety, The Hollywood Reporter, Production Update, Shoot, Produced By, Screen International, Moviemaker, Filmmaker, and Below the Line magazines. Directories include Creative Industry Handbook, HCD, Production Point, EP Paymaster, Showbiz Labor Guide, and Shoot Directory. Festival Catalogs include Sundance, AFI Fest, SXSW, Cannes, Newport Beach, Rural Route, and all Montana Festival catalogs.
- Have a strong Montana presence at important film industry trade shows. This includes a branding effort to keep Montana in top of mind awareness of producers. See list of shows under Calendar section.
- Sponsor and have a strong presence at important film industry film festivals. See list of festivals under Calendar.
- Continue annual mailing of Montana Film Office branded calendars to select producers, directors and industry personnel.
- Host invitation only events and dinners for producers of appropriate projects and VIPs to develop new relationships with filmmakers and executives.
- Develop the Invite a Filmmaker to Montana program with targeted message from the Governor and a unique premium to deliver the message. (i-pod, PDA, etc)
- Update our contact database and incorporate new studio contacts, and send periodic e-mail newsletters on a quarterly basis.
- Host at least one location Familiarization trip annually for interested director and producer.
- Run professional scouting trips for all feature productions interested in filming in Montana.
- Issue a request for proposal for the film office Advertising and Public Relations contract by September 15, 2007.

- Work with advertising agency and MPD and Commerce PIO's to develop and send out at least 5 press releases on Montana's film industry.
- Develop new and maintain existing good relations with top trade publication writers and editors by actively seeking and taking meetings with them at industry events.
- Update, expand, and commercially print the film tourism brochure to offer a larger distribution statewide at VIC's Chambers, CVB's, TAC meetings, and speaking engagements.
- Continue the implementation of the new comprehensive contact, project, and location database- Reel-Scout which began late in FY 07. Have all projects, contacts, and currently digitized photos uploaded by the end of FY 2008.
- Undertake bi-weekly location photo scouting trips in order to digitally re-shoot each of Montana's 7 larger cities by October of 2007.
- Continue to attend and sponsor Montana based film festivals and foster relationships with festival personnel and Montana Filmmakers. See festival in Calendar section.
- Continue to publish in print and on the web, a comprehensive guide to filming in Montana, including listings of all qualified Montana businesses and individuals who provide service to the film industry.
- Actively promote the availability of free crew member listings in the Montana Production Guide and on montanafilm.com in order to increase the number of qualified Montana crew listed by at least 10 crew members.
- Track competition from surrounding states and provinces as well as worldwide competition, and develop new programs and legislative solutions to keep Montana competitive for the production industry.

Partnership Opportunities

These partnership opportunities will be open to the participants listed. In most cases these projects will only be able to move forward with committed partners on board do to budget reasons.

- Film Location Brochure - The film office plans on creating a new publication which will be open to participation by all regions and CVB's. The publication will be a location brochure; showing the entire state, but with specific areas highlighted by those regions and CVB who wish to enter into a co-op partnership to participate.
- Public-Private marketing partnerships – The Montana Film Office is interested in exploring public private marketing partnerships with entities that have an interest in seeing the film industry grow in Montana. Examples of this type of partnership would include co-hosting a filmmaker's reception at a film festival, or co-hosting a "green room" at a festival. Examples of this type of partnership would be partnering with Montana based film festivals such as HATCHfest to market Montana locations and the festival at festivals and trade shows, or partnerships with Montana based film related businesses.
- Public co-op marketing opportunities – The Montana Film Office is currently involved in a multi-state marketing co-op known as Film the West. This group takes a regional approach to marketing the western region to Los Angeles based filmmakers. This approach allows the film office to capitalize on shared costs of marketing events, which allows a bigger presence and access to expensive venues such as film festivals. The film office would be open to this type of relationship with interested Regions and CVB's.
- Montana based film festivals – The film office will partner with Montana based film festivals to serve a two-fold purpose. Montana based film festivals help to foster the local indigenous film industry and offer a venue for local filmmakers to learn and to share their work. The Montana Film Office supports these efforts. The Festivals also offer the film office a marketing and networking opportunity to meet with the out-of-state filmmakers and sponsors who are players in the industry. This is a great opportunity to expose these potential clients to the state, as well as to meet with them and discuss what Montana has to offer.

Calendar

July 2007

- Implement Reel-Scout database system

August 2007

- TBD: Begin RFP process for Advertising and Public Relations contract

October 2007

- October 2-7: HatchFest, Bozeman, MT

November 2007

- November 1-11: AFI Fest, Los Angeles, CA
- TBD: Finalize RFP process for Advertising and Public Relations contract

January 2008

- January 20-30: Sundance Film Festival, Park City, UT

February 2008

- February 15-21: Big Sky Documentary Film Festival, Missoula, MT

March 2008

- March 7-11: South by Southwest Trade Show, Austin, TX
- March 7-15: South by Southwest Film Festival, Austin, TX

April 2008

- April 11-13: Locations Trade Show and LA event, Los Angeles, CA

May 2008

- May 12-19: International Wildlife Film Festival, Missoula, MT
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